

DEPARTMENTS OF THE ARMY AND THE AIR FORCE

NATIONAL GUARD BUREAU
1411 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3231

NGB-ARZ-T (600)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 2000 Title 10 Active Guard/Reserve (AGR) Sergeant Major Promotion
Board Results

1. Reference:

a. Memorandum, NGB-ARZ-HRP-E, 14 February 2000, 2000 Title 10 AGR Enlisted Promotion Board

b. Memorandum, NGB-ARZ-HRP-E, 14 April 2000, Change I to Enclosure 4, Policies and Procedures for Title IO AGR Promotions and Related Actions

2. The 2000 Title 10 AGR SGM board convened 15 May 2000, at Jefferson Plaza 1, Crystal City to consider eligible soldiers for promotion. The board process was completed 21 June 2000. The following information is provided:

a. Enclosure #1 - Board membership and administrative instructions

b. Enclosure #2 - Memorandum of Instruction

c. Enclosure #3 - Sergeants Major Promotion List

3. The board considered 49 Master Sergeants. They were ranked highest-to-lowest based on point total (highest point total to the lowest) by functional area and MOS.

4. As of the above date, 6 promotions are projected to Sergeant Major from this list, which will be effective 1 July 2000 and remain in effect until the next list is approved and published. At this time we project five promotions in the following functional areas: one in the Logistics, two in Operations and Training and two in Recruiting and Retention. Soldiers selected for promotion will have a promotion sequence number based on their functional area and MOS placed to the right of their names. Soldiers with a sequence number who are not enrolled in or have successfully completed the United States Army Sergeants Major Academy, must enroll by 15 August 2000.

5. Additional promotion opportunities may become available based upon the availability of control grades. This promotion list will also be utilized to accommodate future unscheduled promotion vacancies as required and be utilized until the 2001 Title 10 Sergeants Major Promotion List is approved and released. Placement on the list, as well as the order in which soldiers are listed should not be construed as an immediate potential for promotion. Soldiers assigned a sequence number will also be given an approximate effective promotion date. Control grade promotions will occur on a one-

for- one basis. When a Sergeant Major control grade becomes available a selected Master Sergeant will be promoted as indicated by NGB-ARZ-T publishing promotion orders. The first scheduled promotion from the 2000 Sergeants Major Promotion List will be effective I October 2000.

6. Points of contact are:

a. Chief, Enlisted Staff Management, Title 10, SGM RG Halliday, DSN: 327-1405; COMM: 703-607-1405; FAX: -5972; e-mail: robert.halliday@ngb-arng.ngb.army.mil.

b. Enlisted policy, MSG James Petruzzi, DSN: 327-5348; COMM-. 703-607-5348; FAX: 607-5913; e-mail: jim.petruzzi@ngb-arng.ngb.army.mil.

FOR THE CHIEF, NATIONAL GUARD BUREAU:

4 Encls

as

Lieutenant Colonel, NGB
Chief, ARNG Staff Management
Office

DISTRIBUTION:

DDARNG

Division Chiefs

NGB Office Head

CSM,ARNG

Commandant, NGB PEC

Title 10 AGR Sr. Advisors

Title 10 Sr. Enlisted Advisors

Principal NCOS, all NGB Offices

RANK	LAST NAME	FIRST NAME	TOTAL POINTS	FUNCTIONAL AREA	CAREER PROGRESSION MOS	SEQUENCE NUMBERS	PROPOSED EFF DATE OF PROMOTION	
MSG	SCOTT	DIMETROIS	828	Admin	74Z	.	.	
MSG	ACKERMAN	JUDITH	815	Admin	74Z			
MSG	SPARENBERG	PATRICIA L.	813	Admin	75H			
MSG	BURKE	FRANCES	805	Admin	75H			
MSG	PETRUZZI	JAMES	623	Admin	75H			
MSG	SNYDER	WILLIAM	576	Admin	75H			
MSG	JUMPER	BILLY	852	Admin	91B			
MSG	EISENBART	RICHARD	745	Admin	91B			
1SG	DUPONT	DANIEL	793	Logistics	63Z			
MSG	HOBBS	STEVEN	779	Logistics	63Z			
MSG	SANTIAGO	LUIS	825	Logistics	92A	1	1-Jun-01	
MSG	STOCKFORD	GARY	760	Logistics	92A			
MSG	GRAY	BRIAN	870	Ops&Tng	11B	1	1-Oct-00	
MSG	RAMOS	SERGIO	868	Ops&Tng	11M	2	1-Oct-00	
MSG	EDGEWORTH	JOHN	866	Ops&Tng	19Z			
MSG	HOWARD	STEVEN	861	Ops&Tng	18Z	3	1-Dec-00	
MSG	DAVIS	SHERMAN	826	Ops&Tng	31W			
MSG	KECK	DENNIS	826	Ops&Tng	11B			
MSG	GALLOWAY	GREGORY	822	Ops&Tng	71L			
MSG	SCHUMACHER	JAMES	813	Ops&Tng	91B			
MSG	VANCE	FRANK	804	Ops&Tng	93P			
MSG	PETERSON	MICHAEL	790	Ops&Tng	75H			
MSG	HUNTER	JAMES	781	Ops&Tng	71L			
MSG	CALAHAN	GAYLE	765	Ops&Tng	93P			
MSG	BOWCOCK	JOHN	740	Ops & Tng	92Y			
MSG	HUNT	BRADLEY	737	Ops&Tng	11B			
MSG	BOWMAN	DOUGLAS	699	Ops&Tng	13Z			
MSG	JOHNSON	JAMES	691	Ops & Tng	16Z			
MSG	EICHMAN	GUY	677	Ops&Tng	11B			
MSG	GAUNA	DOMINGO	676	Ops & Tng	76J			
MSG	PACHECO	PATRICK	653	Ops&Tng	11B			
MSG	SORENSEN	CHARLES	636	Ops&Tng	97E			
MSG	MAESTAS	FRANCIS	630	Ops&Tng	14Z			
MSG	STARR	ALBERT	630	Ops&Tng	11B			
MSG	BURDETTE	RUFUS	853	R&R/Staff	79T	1	1-Feb-01	
MSG	KEIFFER	WILLIAM	822	R&R/Staff	79T			
MSG	STEWART	ARTHUR	805	R&R/Staff	79T			
MSG	CHARGUALAF	ROLAND	768	R&R/staff	79T			
MSG	SMITH	MICHAEL	838	R&R/LIAISON	79T			

MSG	KOERNER	LYNN	758	R&R/LIAISON	79T		
MSG	WOOLARD	CALVIN	757	R&R/LIAISON	79T		
MSG	CRYSTAL	TIM	749	R&R/LIAISON	79T		
MSG	MILLER	DAVID	723	R&R/LIAISON	79T		
MSG	CARRAGHER	DOUGLAS	860	R&R/RCCC	79T	1	1-Feb-01
MSG	RISLEY	MAURICE	859	R&R/RCCC	79T		
MSG	WILLIAMS	TIMOTHY	843	R&R/RCCC	79T		
MSG	ALEXANDER	JAMES	817	R&R/RCCC	79T		
MSG	APONTE- QUINONES	JOSE	809	R&R/RCCC	79T		
MSG	IRBY	DAVID	775	R&R/RCCC	79T		

FISCAL YEAR 2000 TITLE X
SERGEANT MAJOR PROMOTION BOARD
15 May - 17 May 2000
Promotion Board Roster

1. President/Voting Member: Brigadier General John W. Libby
2. Voting Member: Colonel John W. Radke
3. Voting Member: Command Sergeant Major Frank T. Newman
4. Voting Member: Command Sergeant Major JoAnne E. Sanchez-Cruz 5. Voting Member-.
Command Sergeant Major William J. Urquhart
6. Inspector General Observer: Major Ronald Williamson
7. Recorder: Sergeant Steven Wilkins

ADMINISTRATIVE INSTRUCTIONS FOR INTERNAL NGB BOARDS

- o - A goal of the Board is to achieve a percentage of selection for all gender, race, and ethnic categories comparable to the selection rate for the total population within the zone of consideration. We do not have a quota system, but all things being equal we want to ensure advancement of minorities and females into key positions.

- o - Evaluate each individual as a whole person, professionally and morally. Singular events within a soldier's career should not unduly sway the overall evaluation of the soldier's potential.

- o - once the Board has convened, items may not be added to any consideration folder without consultation with the Board President and Boards Branch personnel for determination.

- o - Any Board Member possessing adverse information about an individual going before the Board must discuss with the Board President for determination of dissemination to the remaining board members.

- o - Disclosure to other than the proper authority of the results is strictly prohibited until officially released.

All other discussion pertinent to the determination of the results will not leave the Board Room.

- o - It is recommended that the members of the Board discuss and develop a Board philosophy on weighting the evaluation criteria prior to beginning the Board process.

BOARD MEMBERS

Panel Minority Rep:	1
Panel Female Rep	1
Total Panel Members	5

Applicants by Race and Sex:					<u>Percentage</u>
Male Caucasians:	36	Female Caucasians:	4	Total Caucasians:	40 80.00%
Male Blacks:	1	Female Blacks:	2	Total Blacks:	3 6.00%
Male Hispanic:	5	Female Hispanic:	0	Total Hispanic:	5 10.00%
<u>Male Other:</u>	<u>2</u>	<u>Female Other:</u>	<u>0</u>	<u>Total Other:</u>	<u>2 4.00%</u>
Total Males:	44	Total Females:	6	Total	50

ENLISTED PROMOTION BOARD
SGM VOTE SHEET
15 MAY 2000

MILITARY APPEARANCE: Fitness for duty considering the standards of Army Regulation 600-9 and overall military appearance.

VALID SCORES ARE: 1 - 5 _____

LEADERSHIP: Served in all primary leadership positions of greater responsibility>

VALID SCORES ARE: 1 - 10 _____

POTENTIAL: Ability to perform in higher grade and serve in positions of greater responsibility.

VALID SCORES ARE: 1 - 10 _____

ASSIGNMENT HISTORY AND PROFESSIONAL DEVELOPMENT: Specific jobs held that enhance potential for future service.

VALID SCORES ARE: 1 - 10 _____

TECHNICAL TACTICAL PROFICIENCY: Performance in various assignments throughout period of military service.

VALID SCORES ARE: 1 - 10 _____

PROFESSIONAL ATTRIBUTES AND ETHICS: Level of commitment to ethical and moral standards of service to the nation.

VALID SCORES ARE: 1 - 5 _____

NAME/RANK/SSN: _____ **TOTAL:** _____

VOTING MEMBER: _____ **SSN:** _____

Encl 1c

Guidance for 2000 Army National Guard Title 10 Active Guard Reserve Sergeant Major Promotion Board

1. General.

a. Consider soldiers for promotion as prescribed by NGR 600-200, chapter 1 1, to recommend the noncommissioned officers required to meet the needs of the Army National Guard in the grade of sergeant major.

b. In determining whether noncommissioned officers under consideration are qualified for promotion, the board should satisfy itself that the noncommissioned officers are qualified professionally and morally, have demonstrated integrity, are physically fit, and are capable of performing duties expected of NCOs in the grade of sergeant major, with increased positions of responsibility for assignment world-wide. Selection is not intended as a reward for past performance, but specifically to recognize soldiers with the best potential.

c. An isolated example of excellence or mediocrity should not be used as a sole determinant for promotion selection or non-selection. However, nonselection may properly be based on a major disciplinary action or significant professional failure such as relief for cause, demonstrated cowardice, lack of integrity, or moral turpitude.

2. The Noncommissioned Officer Evaluation Reporting System.

a. This system is designed to measure and report a soldier's job knowledge, duty performance, and potential. The system has always consisted of two parts, the Rater and Senior Rater evaluations.

b. The Noncommissioned Officer Evaluation Report (NCOER) is used to evaluate an noncommissioned officer's duty performance during a given period of time for a specific job and provides an estimate of potential. Examine each evaluation report in the file carefully. Particular attention should be given to the bullet comments. It is within the bullet comments that patterns of strengths and weaknesses over a period of time should appear.

(1) When evaluating the soldier's file, consider the length of time covered by each report and the consistency of ratings over time.

(2) Although all parts of the evaluation report are significant, pay particular attention to:

(a) The scope and degree of responsibility in terms of resources, people, facilities and dollars managed as outlined in the job description.

(b) Trends in professional ability and performance with special emphasis on the specifics of performance as they relate to the soldier's MOS and duty description. You should also consider tactical and technical proficiency and the soldier's ability to communicate effectively.

(c) Specific potential recommendations by the rating officials.

(3) Review the NCOERs carefully. Study in detail the bullet comments to validate the rater and senior rater block marks. You must determine if the bullets fully justify the particular block that has been checked. A justified success rating (meets standard) indicates that the noncommissioned officer meets the standard of the grade.

Excellence ratings must be accompanied by substantiated bullet comments, that are quantifiable and measurable, that specifically describe how the soldier exceeded the standard and achieved excellence. Excellence ratings that do not meet the standard

are merely success ratings. Another very important area of evaluation to consider is the soldier's Academic Evaluation Report (AER), DA Form 1059, for NCOES courses. Special attention should be given to soldiers who received superior ratings as this indicates they have demonstrated an ability that is significantly above the established standard.

3. Overall Performance: An evaluation of demonstrated professionalism and potential for future service cannot be measured without a complete and objective review of each individual's entire background. Consider the following areas carefully.

a. Level of responsibility. Noncommissioned officers who perform well in tough, high-risk, demanding jobs have demonstrated promotion potential. Keep in mind there are jobs that require a tremendous amount of management skill, asset accountability and fiscal responsibility with few or, in some instances, no subordinate personnel to supervise. These instances should not be a detriment in evaluating a soldier's overall potential. A soldier's level of responsibility should be a multiplier in an overall evaluation of performance.

b. Trends in efficiency. Consider upward or downward trends in efficiency in light of the degree of experience or level of responsibility. Junior noncommissioned officers can be expected to make honest mistakes from which they learn and improve their performance. The manner of performance in more recent years should take precedence over performance in earlier years.

c. Military Education.

(1) Master sergeants and first sergeants must be graduates of the United States Army Sergeants Major Course before they may be permanently promoted to sergeant major. A copy of the DA Form 1059, phase completion notice for the nonresident course or other documents must be included in the packet. Selectees who are neither graduates of nor enrolled in the course must apply within a stated period after announcement of the results of this board to be conditionally promoted to the rank of Sergeant Major. This is a non-waivable requirement for all enlisted soldiers that became effective 1 October 1992.

(2) Resident Active Component or Reserve Component as well as nonresident completion of any military schools are generally equivalent. While we recognized that the resident students have enjoyed the professional benefits of seminars, guest speakers, and association with their peers, you should recognize that soldiers who, on their own initiative, have completed nonresident or corresponding studies courses have also demonstrated dedication, commitment, and motivation. This is one half of one of the three Army pillars of leader development, self-development.

d. Civilian Education. The other half of the self development pillar, civilian education above the high school level, concurrent with military duty, is indicative of dedication to self-improvement, effective time management, and is in keeping with total Army goals for noncommissioned officers. The Army, and Army National Guard, goal is for noncommissioned officers to have an associate degree by the time they make sergeant major. Many soldiers set their goals on a baccalaureate degree and may not receive an associate degree. Either course of action is focused on the goal, and is shown by the soldier's efforts to improve through post-secondary work. Soldiers may choose from a variety of means to attend classes or the nontraditional evaluation available through Education Services Officers and Education Centers, many of which offer Army and Army National Guard incentives as well as the

Montgomery GI Bill to help them achieve their objectives. Although progress toward the goal is desirable, it is neither required for selection nor for promotion to sergeant major.

e. Professional Values. Throughout the selection process, consider the soldiers' demonstration of the professional Army ethic and its supporting values: loyalty, duty, respect, selfless service, honor, integrity and personal courage. These values that make up the ethic, coupled with courage, candor, competence, commitment, and compassion, form the bedrock of the military profession. You should favorably consider noncommissioned officers whose performance reflects a commitment to and internalization of these values.

4. Scope and Variety of Assignments: Consider the type of assignments the noncommissioned officers have held. The essence of effective performance as NCOs is the application of sound leadership and management capabilities. You should, therefore, examine each candidate's past performance in all types of leadership positions. As it pertains to the Recruiting and Retention area, you should pay particular attention to the diversity of the recruiting and retention functional specialties and assignments of these soldiers.

a. Pay particular attention to selection of individuals who have demonstrated their suitability for positions of responsibility at the highest levels of command and leadership and whose performance has been consistently outstanding in a variety of assignments. Consider tactical and technical proficiency, communication skills, and administrative ability.

b. A variety of assignments at different levels is important. Consider the assignments the soldier has had in comparison with the degree of responsibility held. You must note, however, that in many cases the soldier has little, if any, control over the type of assignment he or she receives. Also, certain MOSs have a tendency to place a soldier in a field of specialization which at times can lessen one's supervisory opportunity. There also are other restrictions based on geographical (distribution of units) and full-time employment assignment limitations for AGR soldiers and military technicians. Once soldiers enter the Title IO AGR Program, they also have fewer opportunities to serve in troop assignments and are often bound to headquarters units. Variety then comes through reassignment to any of a number of other available jobs in which the soldier can become more experienced.

c. It is essential that the Army have noncommissioned officers who are outstanding troop leaders. It is equally important to have noncommissioned officers who can provide leadership in the specialty areas and supporting staffs and agencies, many with highly technical missions. You must select the best noncommissioned officers and, in this process, recognize that various jobs require different strengths, techniques and background experience.

d. Carefully consider the soldier's manner of performance in the following areas:

(1) First Sergeant Duty: First Sergeant duty is one of the most professionally and personally demanding challenges required of a noncommissioned officer. Successful completion of one or more successful tours of duty as a First Sergeant is indicative of the soldier's exceptional capability for higher levels of responsibilities and authority. Again, because of geographical and organizational structure concerns beyond the noncommissioned officer's control, as well as the restrictions of serving in the Title 10 AGR Program, First Sergeant duty may not have been available. In these cases, platoon or detachment sergeant positions, or noncommissioned officer-in charge of significant unit or headquarters elements are frequently the challenges sought in lieu of First Sergeant assignments.

(2) Recruiting and Retention Duties: Recruiting and Retention NCO's in the Title 10 program are divided into three separate sub- tracks.

(a) **Staff:** includes those who are assigned to the Strength Maintenance Training Center, instructor/writers; Employer Support of the Guard and Reserve; and a myriad of jobs in the Strength Maintenance Division at NGB.

(b) **TRADOC Liaison NCO:** consisting of 79Ts primarily working with basic trainees and Advanced Individual training students.

(c) **Reserve Component Career Counselor:** consisting of those who recruit Active Army soldiers leaving active duty into vacant positions in the Army National Guard.

(6) When reviewing records of soldiers currently assigned in MOS 79T in the Title 10 program, you should give greater weight to those soldiers who, through the comments on their NCOERs and recognition for excellence within their R&R programs, have demonstrated both performance in their current assignment and potential for assignments of greater responsibility. When evaluating R&R NCOS, evaluate them based on, first, the whole soldier and how successful they have been. Are they cross level trained? What types of experiences, positions have they held, and were they successful? Secondly, soldiers will be evaluated against other soldiers in their track.

(3) Equal Opportunity (EO) Duty: In July 1983, the Chief of Staff, Army approved a restructuring of the equal opportunity (EO) program. To increase the base of noncommissioned officer involvement in the program, the CSA approved the phase-out of MOS OOU replacing MOS OOU with a Special Qualification Identifier (SQI) Q. All SFC and below with MOS OOU were reclassified into another primary MOS beginning in 1984. Following Training at the Defense Equal Opportunity Management Institute (DEOMI), soldiers now holding a variety of MOSS, who are representative of the commands to which they are assigned, are awarded SQI Q and serve a tour as an Equal Opportunity Advisor (EOA). This remains a testament to the progress made toward institutionalizing EO as an inseparable element of the total leadership structure of the Army. Directed attention must be given soldiers currently serving as EOAs in SQI Q coded positions. Records of these soldiers may reflect a disruption of the typical career track for persons in that particular field; they may have few, if any, evaluations for this specific duty; and they may lack typical career tracking assignments for that field. EOA is normally a single-tour detail of duties in SQI Q, for senior NCOs -- SFC and above, with soldiers being selected from all CMFS. This is a demanding and sensitive duty. The successful performance of EOA duty reflects superior leadership, communications, and administrative skills. Continued successful duty performance as an EOA must be given equal consideration with duties in other special detail areas such as Drill Sergeant, Recruiting and Retention NCO, Assistant Inspector General, Instructor, etc. Many soldiers in this category may not have had the opportunity for recent experience in more traditional leadership positions (Platoon Sergeant or First Sergeant).

(4) Staff and Faculty members: A number of soldiers have been assigned to Army service schools as well as what are now the elements of the Total Army School System (TASS) as staff or faculty members or both. The duties of instructors are at least as demanding as many traditional assignments in field units, and the staff positions relate to similar support positions in headquarters elements of units in the field. It is important, again, that you weigh these assignments in the same light as similar assignments in other units.

(5) Assistant Inspector General, Inspector General NCO, and similar positions. Assignment to an Inspector General position requires select, quality personnel. All noncommissioned officers so selected

must be approved by the State Adjutant General, for state assignments, and by The Inspector General for National Guard Bureau assignments. Successful completion of the three-week Inspector General Course at Fort Belvoir, Virginia, is prerequisite to assignment as an Assistant Inspector General. A new special qualification identifier (SQI) B has been approved to identify positions for Assistant IGs and, to identify soldiers qualified for the assignment. Assistant IGs receive and process requests for assistance, conduct IG inquiries, help conduct IG investigations, and perform administrative duties inherent to the position. Assignment as an Assistant IG requires advanced skills in writing, analyzing evidence and interviewing personnel. Inspector General duty for an enlisted soldier, per AR 20-1, is not limited to a specific MOS, however, IG duty is listed as one of the duties of Administrative Specialist, MOS 71 L. Duty as an Assistant IG is considered to be open to soldiers in all MOSs and career management fields (CMF). Duty as an Assistant IG is for a three-year period that may be extended to four years with TAG or Chief, NGB, approval. Even though soldiers assigned to IG duty do not supervise other soldiers, they spend a great deal of time listening to soldier complaints and concerns and providing counsel. Successful performance of IG duty reflects superior leadership, and communicative and administrative skills. Continued successful duty performance as an IG NCO must be given equal consideration with other demanding duties such as Equal Opportunity Advisor, Drill Sergeant, Recruiting and Retention NCO, instructor, and so on. You should look at IG duty as an indication of high quality soldiers who are capable of increased responsibility and authority.

5. Derogatory Information:

a. Significance. The weight to be given derogatory information must be determined by the collective judgment of the board. Care must be taken not to unduly penalize noncommissioned officers who have had early exposure to heavy responsibilities and the inherent opportunity to make mistakes through honest but misjudged effort. Little consideration should be given to comments of derogatory nature, particularly non-judicial punishment for minor offenses, which are later followed by continuous outstanding performance of duty. Unproved allegations or court-martials, in which the individual has been exonerated or found not guilty, will not be considered.

b. Articles 15. Non-judicial punishment (NJP) proceedings under Article 15, UCMJ, or comparable state laws enable commanders to maintain good order and discipline by disposing of minor offenses quickly and fairly. The primary purpose of non-judicial punishment is to provide a method for commanders to determine what happened and to correct minor offenders with fair punishments while preserving rehabilitative potential. Punishment under Article 15, early in a soldier's career (SPC or CPL and below with less than three years service) should not be considered in deliberations.

c. The Army Alcohol and Drug Abuse Prevention and Control Program (ADAPCP). The basic goal of ADAPCP is the restoration to effective and reliable service of all individuals with problems attributable to alcohol and other drugs.

(1) When a soldier's record reflects adverse information associated solely with a past problem involving alcohol or other drugs and the individual has been rehabilitated and restored to full duty status, the soldier's attitude, work efficiency, and potential for continued effective service will be the basis for judgment.

(2) Noncommissioned officers who cannot or will not respond to drug or alcohol treatment and rehabilitation programs after a reasonable period of time should not be selected.

d. Assignment limitations or training disqualification such as airborne training, or nuclear and chemical assignment disqualification per AR 50-5 or 50-6: These should not, in and of themselves, be

used as criteria for selection or non-selection. However, the actions that led to the limitation or disqualification may be appropriate for consideration.

6. Physical Conditioning and Body Composition. Army policy requires that every soldier be physically fit regardless of age or duty assignment. Body composition and physical appearance are important indicators of a noncommissioned officer's physical fitness. Accordingly, consider general physical condition and compliance with the Army body composition policies of AR 40-501 and AR 600-9 as well as physical fitness per AR 350-41, chapter 9, in evaluating the individual's potential for selection.

7. Physical Profiles. Retention has been granted to noncommissioned officers with certain medical conditions and some soldiers have partial disabilities which are the result of disease, wound, or injury that does not interfere with the individual's performance of duty. The fact that a soldier has been found fit to remain in an active status indicates that the individual possesses the minimum medical qualifications required for assignment to any position in line with the military occupational specialty and profile limitations. If specific questions arise regarding medical standards of fitness, Boards Branch will obtain an opinion from the Army National Guard Surgeon's Office.

8. Photographs. Official photographs are valid for five years and are not authorized more frequently except for grade or significant appearance changes. The lack of an organizational shoulder sleeve insignia or distinctive unit insignia (unit crest), or both, should not be considered negatively. With some exceptions, newly authorized units and other federal agencies are not authorized these insignia items. Army policy currently allows for full-length black and white or color photographs (4" x 6") as well as the new digital photographs (4" x 6") which are in color.

9. Record Review. Thoroughly review all documents in the packets. Because the records are maintained by many different headquarters with variations in records maintenance policies, the same information may not be found on each noncommissioned officer's DA Form 2-1, DA Form 2 or 2A, or SIDPERS-ARNG PQR.

10. Minority and Female Soldiers.

a. The Army is firmly committed to a plan of equal opportunity for minority group members and female noncommissioned officers in all facets of their career development, utilization, and progression.

b. In evaluating the records of minority group members and female soldiers, the board should be aware that past personal and institutional discrimination may have operated to the disadvantage of some minority group members and female soldiers.

c. As directed by HQDA, some female noncommissioned officers may have been reclassified as a result of the Army's utilization policies in AR 600-13, the Direct Combat Probability Coding (DCPC) process, and should not be penalized as a result of that action. Much of a female noncommissioned officer's ability to gain assignment, hence selection, is limited to the types of positions and units in which she may serve. Recent changes to Army policies have significantly increased the number and range of positions to which female soldiers may be assigned. Therefore, they will be considered fully, fairly, and impartially as equals in their MOSs and career fields without regard to the types of units or positions to which they might be assigned. When identified for promotion, they will be assigned to positions for which they are eligible and available.

d. The goal of the board is to achieve a percentage of selection for all gender, and race and ethnic designator categories comparable to the selection rate for the total population in the zone of consideration.

e. Prior to adjournment, you must review the extent to which these goals are met. Deviations from the goal must be fully justified in the after action report.

11. Marital Status and Participation of Spouse. Selection boards are prohibited from considering the marital status of noncommissioned officers or the activities of their spouses as discriminators for selection. Your decisions, therefore, cannot be affected by a spouse's decision regarding employment or participation of spouses in military or community activities. In this respect, you must disregard any reference to these factors in NCOERs or other documents you review.